

## Message Text

UNCLASSIFIED

PAGE 01 TOKYO 00008 01 OF 02 030613Z  
ACTION OES-06

INFO OCT-01 EA-09 ISO-00 FEA-01 ACDA-10 CIAE-00 INR-07  
IO-13 L-03 NSAE-00 NSC-05 EB-07 NRC-07 DODE-00 NAS-01  
/070 W  
-----030616Z 052171 /W0

R 030546Z JAN 77  
FM AMEMBASSY TOKYO  
TO ERDA GERMANTOWN  
ERDA WASHDC  
SECSTATE WASHDC 4051

UNCLAS SECTION 1 OF 2 TOKYO 0008

ERDA FOR LIVERMAN, WHITNAH EDINGTON AND SIEVERING

E.O. 11652: N/A  
TAGS: TECH, JA  
SUBJECT: RERF

TO: NAT'L ACADEMY OF SCIENCE (NARECO) PLS PASS TO JABLON,  
KROPP AND LAZEN  
2102 CONSTITUTION AVE NW  
WASH DC

1. SUMMARY. THE FOLLOWING IS A REVIEW OF RECENT MEETINGS  
HELD BETWEEN MHW REPS AND ERDA REP AND COVERS TWO TOPICS:

1) MESSAGE FROM LIVERMAN TO SABURI ON POOR COORDINATION  
WITHIN RERF AND BETWEEN MHW AND ERDA/NAS, 2) ATTEMPTS TO  
SATISFY NAGASAKI'S DESIRE FOR EQUALITY WITH HIROSHIMA. DIS-  
CUSSIONS OF VISIT OF JAPANESE DOCTORS TO U.S. TO CONSULT WITH  
U.S. ATOMIC BOMB SURVIVORS WERE ALSO HELD. THIS SUBJECT WILL  
BE TAKEN UP IN SEPTEL. PURPOSE OF REVIEW IS TO SUMMARIZE  
CURRENT STATUS AND ASSIST IN PREPARATION FOR SUBCOMMITTEE  
MEETING JAN. 26 TOKYO AND BOARD MEETING JAN. 31, FEB. 1, 2,  
HIROSHIMA. END SUMMARY.

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PAGE 02 TOKYO 00008 01 OF 02 030613Z

2. ON DECEMBER 1 UPON RECEIPT ERDA 0514 ERDA REP CALLED  
HIROSHIMA AND READ CABLE TO FINCH. ALSO ALERTED MHW TO  
EXPECT LETTER FROM LIVERMAN ON HIS CONCERNS ABOUT: A) PRO-  
CEDURAL PROBLEM WHICH PERMITTED MHW BUDGET TO GO TO FIN  
MIN WITHOUT ERDA/NAS CONCURRENCE, B) FACT THAT BUDGET  
PROVIDED FOR TWO ADDITIONAL DIRECTORS WHICH BOARD DID

NOT AGREE TO AND WHICH WAS TO BE ONE OF SUBJECTS ASSIGNED TO SUBCOMMITTEE ON ACTIONS REQUIRING CHANGES IN ACT ENDOWMENT FOR STUDY AND RECOMMENDATION FOR BOARD ACTION, C) LACK TRAVEL MONEY IN BUDGET, AND D) NO PROVISION FOR SUFFICIENT FACILITIES FOR BGS.

3. ON DECEMBER 15 SUBGROUP OF SUBCOMMITTEE MET IN HIROSHIMA. MEETING REPORTED IN TOKYO 18475.

4. LIVERMAN LETTER RECEIVED DECEMBER 21, TYPED AND GIVEN TO KURAHAWA ON DECEMBER 22 WHEN, AS PREVIOUSLY ARRANGED, KURAHAWA VISITED EMBASSY. ON DEC. 27 ERDA REP VISITED SABURI AND KURAHAWA. IN DISCUSSION OF LIVERMAN LETTER, SABURI INDICATED INTENTION TO RESPOND BOTH TO SPECIFIC CONCERNS AND TO GENERAL CONCERN ABOUT COMMUNICATION AND COORDINATION. IN PROCESS OF LATTER RESPONSE HE PLANS TO EXPLAIN JAPANESE BUDGET SYSTEM SINCE HE BELIEVES LACK OF UNDERSTANDING OF GOJ BUDGET PROCESS ON PART OF ERDA IS SOURCE OF DISCONNECT. COMMENT: THIS MAY WELL BE TRUE, BUT OTHER HALF OF PROBLEM IS LACK OF UNDERSTANDING ON PART OF JAPANESE NOT ONLY OF U.S. BUDGET PROCESS BUT OF ERDA APPROACH TO PROGRAM MANAGEMENT. ERDA REP MADE ATTEMPT AT SUPERFICIAL EXPLANATION TO SABURI OF HOW COORDINATION SHOULD WORK BY USE OF ORGANIZATION FLOW CHARTS AND BELIEVE SABURI UNDERSTANDS NEED FOR BETTER COORDINATION BUT SUSPECT THAT THIS MEANS SOMETHING DIFFERENT TO HIM THAN IT DOES TO US. IN LIGHT OF EXCEEDINGLY DIFFICULT COMMUNICATIONS PROBLEMS, VERY PRGFOUNDED DIFFERENCES IN BUDGETING PROCEDURES BETWEEN GOVERNMENTS, AND TOTALLY DIFFERENT CONCEPTS UNCLASSIFIED

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PAGE 03 TOKYO 00008 01 OF 02 030613Z

IN OPERATING PHILOSOPHY OF ORGANIZATION IN U.S. VS. JAPAN, IT IS APPARENT HERE AS IT WAS IN COMPUTER CONFLICT THAT RERF NEEDS DETAILED OPERATING PROCEDURES. U.S. BOARD CANNOT EXPECT TO GIVE SUFFICIENT DIRECTION DURING TLO SHORT MEETINGS IN HIROSHIMA PER YEAR TO GET TYPE OF COORDINATION THAT IT NEEDS OR TYPE OF FUNCTIONAL AND PROGRAMMATIC WORK BREAKDOWN STRUCTURE THAT IT WANTS. EVEN IN U.S. WHERE COMMUNICATIONS ARE PRESUMABLY NOT THIS DIFFICULT AND CONCEPTS OF PROGRAM MANAGEMENT ARE MORE OR LESS WELL AGREED TO BETWEEN GOVERNMENT AND CONTRACTOR, MISUNDERSTANDINGS DO OCCUR AND THE CONTRACTOR RELIES HEAVILY UPON DETAILED OPERATING PROCEDURES TO ASSURE THAT THE FLOW OF REVIEWS AND APPROVALS IS 1) AGREED TO BY BOTH PARTIES, AND 2) FOLLOWED.; THE VERY PROCESS OF PREPARING PROCEDURES WOULD ASSIST BOTH SIDES IN UNDERSTANDING EACH OTHERS' PROBLEMS, IDENTIFYING KEY DIFFERENCES WHICH NEED RESOLUTION AND EITHER RESOLPING THEM OR BRINGING THEM TO THE ATTENTION OF THE BOARD FOR RESOLUTION. UNTIL AGREED UPON PROCEDURES ARE ESTABLISHED CONTINUED SERIOUS

MISUNDERSTANDINGS CAN BE EXPECTED TO CROP UP. END COMMENT.

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PAGE 01 TOKYO 00008 02 OF 02 030806Z

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UNCLAS SECTION 2 OF 2 TOKYO 0008

5. MHW STRONGLY URGING U.S. TO RECONSIDER ADDITION OF  
BOARD MEMBER TO NAGASAKI. KURAHAW INDICATED THE ITEM  
WAS INCLUDED IN MHW BUDGET JUST AS SAFETY MEASURE EVEN  
THOUGH ERDA/NAS CONCURRENCE NOT OBTAINED, BUT SO THAT

MONEY WOULD BE AVAILABLE IF BOARD SUBSEQUENTLY CONCURRED.  
ERDA REP DISCUSSED TWO ASPECTS FAIRLY EXHAUSTIVELY WITH  
SABURI AND KURAHAWA; A) WHY SUDDEN EXTREME PRESSURE TO  
ELEVATE STATUS NAGASAKI WHEN PRESENT RELATIONSHIP HAS  
BEEN INTACT FOR 30 YEARS, AND B) WHAT OTHER COURSES OF  
ACTION APPEAR AS POSSIBLE ALTERNATIVES SINCE U.S.  
MEMBERS RERF BOARD OBVIOUSLY NOT ENTHUSIASTIC ABOUT  
ADDING BOARD MEMBERS.

6. ERDA REP ASKED WHAT REAL SOURCE OF THE PROBLEM WAS,  
WHY IT HAD SUDDENLY BECOME SO SERIOUS AFTER 30 YEARS,  
AND WHETHER AN ADDITIONAL BOARD MEMBER WOULD, IF AGREED  
TO, SATISFY NAGASAKI OR WHETHER THEY WOULD THEN PRESS  
FOR EQUAL NUMBERS BOARD MEMBERS, EQUAL BUDGETS, EQUIPMENT,  
ETC. AFTER A GOOD DEAL OF TIME ATTEMPTING TO IDENTIFY  
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PAGE 02 TOKYO 00008 02 OF 02 030806Z

DISCREPANCIES BETWEEN JAPANESE AND ENGLISH VERSIONS IN ACT OF ENDOWMENT AND RECORD OF DISCUSSION, AND SEVERAL CONVERSATIONS WITH EXPERT TRANSLATORS IN SEARCH OF CLUES, TWO DISCREPANCIES WERE FOUND WHICH, IT WAS INITIALLY THOUGHT TGN MIGHT BE AT LEAST PART OF SOURCE OF PROBLEM. WHILE THIS MAY BE TRUE, BEST CURRENT GUESS FOR PRESENT NAGASAKI POSITION IS THAT THEY ALWAYS FELT DISCRIMINATED AGAINST, BUT DURING TOTAL U.S. MANAGEMENT ABCC, THEY BELIEVED U.S. WOULD SIMPLY REJECT THEIR PROPOSALS WITHOUT CONSIDERATION. NOW THAT GOJ 50 PERCENT IN CHARGE, THEY APPARENTLY BELIEVE THEY HAVE SOME LEVERAGE. WHETHER ADDITIONAL BOARD MEMBER WOULD, IF AGREED TO, FINALLY AND ULTIMATELY SATISFY NAGASAKI IS DOUBTFUL, BUT APPARENTLY SOME CONVERSATIONS HAVE LED TO BELIEF THAT THIS APPROACH WOULD BE BOUGHT AT LEAST AS MAJOR PORTION OF PACKAGE.

7. IN ATTEMPT TO EXPLORE ALTERNATIVE SOLUTION ERDA REP PROPOSED ALTERNATING ASSIGNMENTS OF EXISTING BOARD MEMBERS FOR, SAY, SIX MONTH TIME PERIOD TO NAGASAKI. FINCH INITIALLY SUGGESTED THIS AND INDICATED HIS WILLINGNESS TO SERVE TIME IN NAGASAKI. SABURI ARGUED THAT: A) HIROSHIMA WOULD THEN BE NEGLECTED, B) NAGASAKI WANTS PEOPLE FAMILIAR WITH NAGASAKI'S PROBLEMS NOT PEOPLE JUST ON TDY, AND C) IF TAKABE AWAY FROM HIROSHIMA, WHO NEGOTIATES WITH THE UNIONS DURING HIS ABSENCE? (THIS ARGUMENT, THAT NO AMERICAN CAN EFFECTIVELY FENCE WITH THE JAPANESE LABOR UNIONS, THEREFORE A FULL-TIME JAPANESE BOARD MEMBER IS NEEDED, WAS ALSO USED IN RESPONSE TO SUGGESTION THAT ONE CURRENT HIROSHIMA BOARD MEMBER BE PERMANENTLY ASSIGNED THERE.) IN RESPONSE TO ARGUMENT THAT DR. YAMASHITA COULD HANDLE UNIONS, SABURI INDICATED HE WAS TOO BUSY RUNNING THE STORE. ANOTHER PROPOSAL IS TO WAIT UNTIL CURRENT BOARD MEMBER RETIRES AND THEN APPOINT A NAGASAKI MAN. SABURI AND KURAKAWA BOTH ARGUED THAT PRESENT BOARD MEMBERS

UNCLASSIFIED

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PAGE 03 TOKYO 00008 02 OF 02 030806Z

HAVE HANDS FULL AND NUMBER IN HIROSHIMA CANNOT BE DECREASED. SABURI INDICATED THAT IN PRIOR DISCUSSIONS WITH ALLEN, HE BELIEVED ALLEN UNDERSTOOD PROBLEM AND WAS CONSIDERING A REDISTRIBUTION OF WORK SO THAT NAGASAKI WOULD HAVE MORE PROPORTIONATE ALLOCATION. ERDA REP REITERATED STATEMENT MADE ON SEVERAL PRIOR OCCASIONS BY U.S. SIDE THAT DUPLICATION OF FACILITIES AND EQUIPMENT WOULD BE UNCONSCIONABLE EXPENDITURE. AT SAME TIME, APPARENT THAT A REDISTRIBUTION WHERE FUNCTIONS ARE DIVIDED IN SOME EQUITABLE BUT NOT WASTEFUL FASHION AS PROPOSED BY ALLEN MIGHT PROVE AT

LEAST PARTIALLY SATISFACTORY SLUTION AND ALSO BE  
MANAGERIALLY ACCEPTABLE FROM AN OPERATING POINT OF VIEW.  
WHETHER THIS APPROACH WOULD OBVIATE NEED FOR BOARD  
MEMBER ASSIGNMENT UNCERTAIN.

COMMENT: HOPEFULLY, SOME OF THIS BACKGROUND MAY BE  
HELPFUL TO BOARD MEMBERS, BUT REAL PURPOSE TO BRIEF  
JABLON AND KROPP AS MEMBERS SUBCOMMITTEE. AT THIS  
STAGE IT IS BELIEVED SOME ACCOMODATION MUST BE  
MADE. IT WOULD BE DIFFICULT FOR THE JAPANESE TO  
IGNORE THE PROBLEM NOW SINCE MANY DISCUSSIONS HAVE  
BEEN HELD AND NAGASAKI HAS BEEN LED TO BELIEVE  
SOMETHING WILL BE DONE. NOTWITHSTANDING ANY OF  
THIS, THE BOARD MUST MAINTAIN A FIRM HAND IN ASSIGNING TASKS  
AND FOLLOWING THROUGH ON THEIR ASSIGNMENTS THE BOARD ASSIGNED  
THE SUBCOMMITTEE THE TASK OF COMING UP WITH A RECOMMEN-  
DATION ON THIS PROBLEM. IF THE BOARD ACCEEDS TO MHW  
WISHES AND DISCUSSES THIS AT ANY LENGTH AS AN AGENDA  
ITEM, IT WILL BE SHORT-CIRCUITING THE SUBCOMMITTEE IT APPOI TED.  
STRONGLY URGE U.S. MEMBERS OF BOARD TO RESIST DISCUSSION  
OF THIS ITEM AND INSIST THAT SUBCOMMITTEE COME UP WITH  
SET OF ALTERNATIVES FROM WHICH BOARD CAN SELECT BEST  
CHOICE. UNDOUBTEDLY COMMUNICATIONS WITH U.S. BOARD  
MEMBERS WILL HAVE TO PRECEDE SUBMISSION OF SUBCOMMITTEE  
RECOMMNDATIONS SINCE JAPANESE SIMPLY WILL NOT RECOMMEND  
SOMETHING UNLESS THEY HAVE A GOOD REASON TO BELIEVE IT  
UNCLASSIFIED

UNCLASSIFIED

PAGE 04 TOKYO 00008 02 OF 02 030806Z

WILL BE ACCPTED. THIS VERY INCLINATION IS WHAT WILL  
TEMPT JAPANESE TO TEST VARIOUS POSSIBILITIES ON BOARD.  
AGAIN, URGE BOARD INSIST SUBCOMMITTEE DO ITS JOB.  
SAME REQUEST APPLIES TO OTHER ASSIGNMENTS MADE  
TO SUBCOMMITTEE. END COMMENT.  
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## Message Attributes

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**TAGS:** TECH, JA, NAS, MHW, (LIVERMAN)  
**To:** ERDA  
**Type:** TE  
**vdkgvwkey:** odbc://SAS/SAS.dbo.SAS\_Docs/9ed5e4dd-c288-dd11-92da-001cc4696bcc  
**Review Markings:**  
Margaret P. Grafeld  
Declassified/Released  
US Department of State  
EO Systematic Review  
22 May 2009  
**Markings:** Margaret P. Grafeld Declassified/Released US Department of State EO Systematic Review 22 May 2009